

REPORT TO THE CITY COUNCIL BY THE CITY INTERNAL AUDITOR

AUDIT OF THE FIRE DEPARTMENT, FIRE PREVENTION DIVISION

INTERNAL AUDIT REPORT 070309-05

DECEMBER 9, 2009



December 9, 2009

Councilwoman Joyce Bowman
Chairman, Shreveport City Council

Dear Councilwoman Bowman:

Subject: IAR 070309-05 - Audit of the Fire Department, Fire Prevention Division

Attached please find the report mentioned above. Management comments are included in the report.

Sincerely,

Leanis L. Graham, CPA, CIA
City Internal Auditor

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EXECUTIVE SUMMARY

AUDIT OF THE

FIRE DEPARTMENT, FIRE PREVENTION DIVISION

INTERNAL AUDIT REPORT (IAR) 070309-05

The purpose of the executive summary is to convey in capsule form the significant issues of the audit report. The executive summary is a vehicle for reviewing the report and should only be used in conjunction with the entire report.

INTRODUCTION

The Fire Prevention Division is responsible for inspection of new and existing commercial properties to identify and correct fire hazards and to assure compliance with local, state, and national fire safety codes. The Division presents educational programs to different audiences highlighting ways the general public can avoid fires and reduce injuries from fires and other accidents or emergencies. The Division is also responsible for the investigation of fires in order to determine their cause. The Division is comprised 18 employees.

RECOMMENDATION EVALUATION RISK CRITERIA

The chart below summarizes the recommendations outlined in the report and our evaluation of risk for the recommendations. We evaluated the importance of each audit recommendation by assigning each a level of risk. The risk levels, as defined in the chart below, were determined based on the possible results for the entity if the recommendations are not implemented. This report contains 12 findings and 19 recommendations.

<i>Risk Levels</i>	<i>Recommendations</i>
<p style="text-align: center;">High Risk</p> <p>Possibility of fraud, waste, and abuse of City assets; Interrupted and/or disrupted operations; Entity's mission not being met; Adverse publicity.</p>	<p>No recommendations are applicable.</p>
<p style="text-align: center;">Medium Risk</p> <p>Possibility of continuing, significant operating inefficiencies and high-level non-compliance issues.</p>	<p>Develop a written policies and procedures manual. Perform daily deposits in accordance with A.P. #3-7, 5 (b) (1). Verify that permit fee is paid prior to issuance of permit. Enter the dates approved, issued, expired, and inspected in Permits Plus and in permit file for all permits. Comply with requirements for permits. Develop a documented policy that states criteria or requirements for waiving fees. Obtain or establish a centralized record management system. Ensure that annual/routine inspections are performed timely. Ensure that inspections are being coded properly. Develop a database of all buildings/occupancies. Establish a filing system to maintain hardcopies of inspection files. Develop a documented quality control program. Take appropriate action to correct or mitigate any situations or issues that have caused employee morale problems to occur. (Findings 1-9)</p>
<p style="text-align: center;">Low Risk</p> <p>Possibility of continuing operating inefficiencies and some low-level non-compliance issues.</p>	<p>Develop and maintain a request log to track/document requests for educational programs and the status of the requests whether it was fulfilled, pending, or declined. Request to the State Civil Service Board that the position titles and any related duties of the aforementioned positions be changed. Consider obtaining training in loss estimation for fire investigators. (Findings 10-12)</p>

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AUDIT OF THE FIRE DEPARTMENT, FIRE PREVENTION DIVISION INTERNAL AUDIT REPORT (IAR) 070309-05

OBJECTIVES

We have completed an audit of the Fire Department, Fire Prevention Division. The objective of this audit was to determine the efficiency and effectiveness of operations of the division.

SCOPE AND METHODOLOGY

The scope of the study of internal control was limited to the general controls surrounding the specific issues addressed. General audit procedures included, but were not limited to, the following:

- Reviewing applicable records and documents.
- Interviewing appropriate operating personnel and management.
- Observing operations.
- Testing compliance with established or stated policies and procedures.

BACKGROUND

The Fire Prevention Division is responsible for inspection of new and existing commercial properties to identify and correct fire hazards and to assure compliance with local, state, and national fire safety codes. The Division presents educational programs to different audiences highlighting ways the general public can avoid fires and reduce injuries from fires and other accidents or emergencies. The Division is also responsible for the investigation of fires in order to determine their cause. The Division is comprised of the Chief of Fire Prevention, three Assistant Fire Chiefs, 12 Fire Inspectors (One of the 12 inspectors was transferred back to a fire station once Fire Station No. 22 opened), Administrative Assistant, and an Office Associate.

The Division is divided into three sections; Fire Inspections, Fire Investigations, and Fire Safety Education. Each Assistant Chief supervises a section of the Fire Prevention Division.

Accomplishments of the Fire Department, Fire Prevention Division include but are not limited to the following:

- The division developed a 5 year master plan.
- The division implemented a professional development plan for Fire Inspectors.



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- All Inspectors earned Fire Inspector II certification in 2007.
- Personnel assigned to Fire Investigations completed requirements for certification in the fields of Hazardous Materials Technician Level and Fire Investigator.
- The Bomb Team remained accredited and certified by the FBI.
- Fire Investigations Section acquired additional equipment from grants awarded by Homeland Security totaling more than \$180,000.
- The Education Section presented hundreds of programs in various locations attended by tens of thousands of people.
- The Education Section continued a smoke detector installation program utilizing public and private partners to install over 300 detectors in low income and elderly housing.
- Members of the Fire Prevention Division along with other individuals from the community participated in the Fire Chief's Fire Safety Task Force whose mission was to "Reduce the occurrence of residential fires and the injuries and deaths that are associated with these events." The Task Force issued 11 recommendations.

Section	Performance Measure	2007	2008
Education Section	Programs Presented	254	215
	Home Inspections	29	17
	Smoke Detectors Installed	318	397
	Literature Issued	16,182	12,122
	Fire Drills	10	6
	Juvenile Counseling	5	5
Investigations	Fire Investigations	316	353
	Bomb Threats	37	18
	Suspicious Items	30	13
	Arrests	13	11
	Fire Injuries	3	18
	Fire Deaths	0	7
Inspections	New Construction Inspections	1,068	1,281
	Existing Occupancies	9,106	6,757
	Plan Reviews	437	489
	Permits	47	83
	Complaints/Resolved	59	59
	Special Duty Activities	257	239

Source: Fire Prevention 2007 and 2008 Annual Report

CONCLUSIONS/FINDINGS/RECOMMENDATIONS

The Internal Audit Office would like to offer its appreciation for the courtesy, patience, time, insight and cooperation extended to us during the audit by the staff of the Fire Prevention Division.

Overall, we found that management is operating the division as efficiently and effectively as it can given the budget constraints. However, we have made



recommendations that may serve to enhance and/or improve the division's operating ability:

- ☐ Develop and maintain a written policies and procedures manual.
- ☐ Perform daily deposits in accordance with A.P. #3-7, 5 (b) (1).
- ☐ Ensure that someone other than the personnel receiving the funds and issuing the receipts regularly monitor and verify all receipts.
- ☐ Establish and maintain a revenue receipt log to record cash receipts as they are received.
- ☐ Verify that permit fee is paid prior to issuance of permit.
- ☐ Enter the dates approved, issued, expired, and inspected in Permits Plus and in permit file for all permits at the time of the transaction.
- ☐ Comply with requirements for permits.
- ☐ Develop a documented policy that states criteria or requirements for waiving fees.
- ☐ Obtain or establish a centralized record management system.
- ☐ Consider providing inspectors with the ability to access Permits Plus System while in the field via laptops.
- ☐ Ensure that annual/routine inspections are performed timely.
- ☐ Ensure that inspections are being coded properly.
- ☐ Develop a database of all buildings/occupancies that are subject to inspections by the Fire Prevention Division.
- ☐ Establish a filing system to maintain hardcopies of inspection files for back up to the electronic files.
- ☐ Develop a documented quality control program.
- ☐ Take appropriate action to correct or mitigate any situations or issues that have caused these employee morale problems to occur.
- ☐ Develop and maintain a request log to track/document requests for educational programs and the status of the requests whether it was fulfilled, pending, or declined.
- ☐ Request to the State Civil Service Board that the position titles and any related duties of the aforementioned positions be changed to comply with the actual duties being performed by the Fire Prevention employees.
- ☐ Consider obtaining training in loss estimation for fire investigators.

1. Office Policy and Procedure Manual

Criteria: Written policies and procedures encourage continuity and understanding within an organization. They also provide guidance, consistent communication and interpretation of regulations that require action on a recurring basis, documentation of what to do, how to do, how to handle non-routine processes, and serves as an effective resource for training new employees.



Condition: The Fire Prevention Division does not have a Policy and Procedure Manual.

Effect:

- Potential inefficient and ineffective operations.
- Potential violation of existing laws and regulations.

Cause: The Fire Prevention Division does not have a Policy and Procedure Manual. Management utilizes verbal communication to explain office policies and procedures.

Recommendation: Develop and maintain a written policies and procedures manual that will clearly delineate authority and responsibility of individual employees; thus, providing the essential foundation needed for establishing employee accountability. The manual would serve as a reference tool for transactions and situations. It should include all directives, policies, and procedures related to the operation of the Fire Prevention Division, such as policies and procedures for conducting inspections, investigations, educational programs, permit fee waivers, administrative tasks and maintenance of documents, and any activities that occur in the division.

Management Plan of Action: The Fire Prevention Division has began development of a Policy and Procedure Manual. Following the recommendations of the audit, the manual will provide clear and concise procedures to delineate authority and responsibility of individual employees. The manual will also serve as a reference tool for transactions, situations and administrative tasks necessary for the effective and efficient operations of the division.

Timetable: The development of the manual shall be completed by December 31, 2009. The manual will be updated as necessary and reviewed bi-annually.

2. Revenue Receipts

Criteria: Administrative Procedure (A.P.) #3-7, 5 (b) (1) "Timely Deposit of Monies Received" states: "When physically and economically feasible, all cash and checks received should be deposited in the Accounting Division within 24 hours of receipt. It is desirable to have cash deposited on the same date of receipt."

Condition: The Fire Prevention Division collects fees for fire reports. We reviewed 33 revenue receipts for 2008 totaling **\$5,820.39** to determine if they were submitted timely to the Accounting Division. The 33 receipts were not submitted timely to Accounting in accordance with A. P. #3-7, 5 (b) (1). Of the 33 receipts submitted, they were at least 4 days later and at the most 6 months later.



Effect:

- Noncompliance with A.P. #3-7, 5 (b) (1).
- Increased possibility for lost or misplaced funds.

Cause: Lack of management oversight.

Recommendation: We recommend the following:

- a. Perform daily deposits in accordance with A.P. #3-7, 5 (b) (1).
- b. Ensure that someone other than the personnel receiving the funds and issuing the receipts regularly monitor and verify all receipts.
- c. Establish and maintain a revenue receipt log to record cash receipts as they are received. The log should include at least the receipt number, date received, amount received, check number, received from, received by, and purpose.

Management Plan of Action: Effective October 12, 2009, a written policy ordering the compliance with Administrative Procedure #3-7, 5 (b) (1) was issued including the use of a receipt log. Criteria for increased oversight by management has been developed to decrease the possibility for lost or misplaced funds.

Timetable: Completed

3. Controls Over the Permits Plus Computer System

Criteria: The Permits Plus Computer System is used to electronically manage the issuance of permits and payment of fees. Proper controls should be established to ensure that permits are issued and fees are collected accurately, timely and properly.

Condition: There were **seven (5.6%)** 2008 permits with outstanding fees totaling **\$1,350** out of the **125** permits in Permits Plus.

Fire Prevention Personnel were not verifying payments of permit fees in Permits Plus to ensure the applicant paid the fee in the permits office prior to the issuance of the permit.

The permit that is printed from Permits Plus has a place to enter the date approved, issued, and expired. However, this information was not entered in Permits Plus nor included in the permits file at the time of the transaction. Also, the inspection dates were not entered into Permits Plus nor included in the permits file.



<Auditor's Note> Fire Prevention Personnel entered the date approved and issued into Permits Plus during the audit period. However, this is misleading since the permits were actually approved and issued in 2008 rather than in 2009. The table below shows the results of the review of 56 permits with a status of "Finaled" in Permits Plus.

Type of Permit	No Inspection Date in Permits Plus	Entered Approval Date during Audit in Permits Plus
Fireworks	25	19
Burning	12	7
Tank	4	2
Assembly	15	12
Total	56	40

Effect:

- Loss or potential loss of revenue.
- Database is unreliable or not updated.

Cause: Lack of management oversight.

Recommendation: We recommend the following:

- Verify that the permit fee is paid prior to issuance of permit.
- Enter the dates approved, issued, expired, and inspected in Permits Plus and in the permit file for all permits at the time of the transaction.

Management Plan of Action: Effective October 12, 2009 an office memo was distributed to all fire prevention personnel advising them of the requirement to verify the payment of all permit fees prior to issuing a permit. All personnel shall also verify that all necessary information be provided in order to complete the issuance of all permits.

Timetable: Completed



4. Permit Files Documentation

Criteria: The requirements for permits are as follows:

Firework Displays (Pyrotechnics) Permits

- \$50 permit fee. *
- Copy of Certificate of Insurance for \$100,000 Liability Insurance Policy.
- Copy of State of Louisiana's Explosives License.
- Copy of Map of Shooting site/area.
- Only electrically-initiated firing.

Firework Retail Permits

- \$50 permit fee. *
- Copy of State Fire Marshal's License

* City Ordinance Chapter 30 Article IV Section 30-91 (d) (1) and (2) states:

(1) "If after 5:00 p.m. of the fifteenth day in advance of the retail sale and display date, there will be a \$500 penalty fee which must be paid by check to the city before any application will be approved."

(2) "After 5:00 p.m. of the fifth day in advance of the retail sale and display date, there will be a \$1,000 penalty fee, which must be paid by check to the city before any application will be approved."

Burning Permits

- \$50 permit fee.
- Copy of Certificate of Insurance for \$100,000 Liability Insurance Policy.
- Burning must take place at least 1,000 feet from any building other than that of the property owner.
- Burning must take place in a pit at least 15 feet deep.
- A "blower" must be used at all times when burning is taking place.
- Burning times are limited to Monday thru Friday from 8:00 a.m. to 5:00 p.m.
- An employee must be present on site at all times that burning is taking place.
- If wind conditions are such as to make burning hazardous or to cause smoke to be blown into inhabited areas, the burning must be discontinued.

Aboveground/Underground Tank Permits

- \$50 permit fee.
- Copy of Certificate of Insurance for \$100,000 Liability Insurance Policy.

Condition: During the review of the 2008 permit files the following was noted:

There are 125 fire permits in Permits Plus, the computer system that is used to manage the issuance of the permits, but there are only **112 (difference of 13)** permit applications in the permit files.



The firework permit applications were not being stamped the "Date Received" to determine if the applicant would be subject to the penalty fee.

Firework Permits

Reviewed **29** (46%) of the 63 firework permits in the 2008 file.

- **One** (3%) had an expired state license.
- **Nine** (31%) did not have a state license.
- **Four** (14%) did not have a map of the shooting site/area.
- **One** (3%) did not have a certificate of insurance.

Burning Permits

Reviewed all **17** burn permits in the 2008 file.

- **Eight** (47%) applicants did not have to pay a permit fee, but there was no documented policy authorizing and justifying the waiving of the fee.
<Auditor's Note>: One applicant was a non-profit and seven applicants were not non-profit. There were two other non-profit applicants that were charged a permit fee. City's Code of Ordinance Article IV. Fireworks, Section 30-92 (c) (5) states: "The fire department has the authority to waive fees to non-profit organizations making application."
- **One** (6%) did not have a certificate of insurance.
- **One** (6%) had an expired certificate of insurance.
- **Three** (18%) of the permit applications were not signed by the applicants.

Aboveground/Underground Tank Permits

Reviewed all **five** tank permits in the 2008 file.

- **Three** (60%) of the five did not have the certificate of insurance in the file.

Assembly Permits

Reviewed **15** (55%) of the 27 permits in the 2008 file. There were no exceptions.

Effect:

- Noncompliance with the requirements for fire permits.
- Files are incomplete.
- Possible appearance of bias or favoritism in waiving fees.

Cause: Lack of management oversight.

Recommendation: We recommend management:

- a. Comply with requirements for permits.



b. Develop a documented policy that states criteria or requirements for waiving fees.

Management Plan of Action: On October 28, 2009 a meeting was conducted in the fire prevention office with the three Assistant Chiefs of Fire Prevention, office staff, and the Chief of Fire Prevention to discuss the criteria for "waiving of fees" for non-profit organizations. Directions were given to revise the current permit application in order for non-profit groups to be identified. Submittal of criteria is due before November 15, 2009. A written policy documenting the criteria and requirements for waiving of fees will be included in the policy manual.

Timetable: November 15, 2009

5. Centralized Record/Database Management System

Criteria: Sound best practices dictate that for maximum efficiency, workers should be provided with sufficient tools and equipment to perform their job.

Condition: Fire Prevention does not have a computerized centralized record management system that all three sections of the division can use. The Education and Inspection Sections record their data in Sun Pro, which is used department-wide, and the Investigation section uses Lotus Approach to record their data. Because of these separate database systems, it is difficult for all three sections to share information that could enhance the efficiency and effectiveness of the division. For example, with a centralized database system, information compiled by the Investigation Section of fires and fire deaths could more efficiently and easily be analyzed by the Education Section to target fire education programs.

Also, inspectors have not been provided the means to record inspections and other activities while working in the field. They must complete the inspection forms manually then return to their office to have the office associate or themselves input inspection results and other activities into Sunpro.

Effect:

- The sharing of information between the Investigation Section and the other two sections is difficult.
- Possible transcription errors.
- Inefficient use of time.
- Possible delay in report preparation.
- Difficult to determine trends in fire code violations.



- Difficult to determine when and what buildings are due for inspections.
- Difficult to determine what types of violations are being discovered.

Cause:

- The Sunpro software is designed for Fire Operations activities rather than Fire Prevention activities.
- Budget constraints have not allowed for the purchase of a records management system.

Recommendation:

- a. When the budget allows, obtain or establish a centralized record management system that will allow for all sections of Fire Prevention to utilize, share, and access the information, and allow the inspectors to access and update the system electronically while in the field. This will provide for a more efficient manner to record and generate information required by Fire Prevention and reduce clerical/administrative duties as well as use of paper.
- b. Consider providing inspectors with the ability to access Permits Plus System while in the field via laptops.

Management Plan of Action: The information management system is currently identified within the Fire Prevention Master Plan and remains a top priority when budget allocations are available.

Timetable: Undetermined

6. Conducting Inspections

Criteria: Although there is no specific law or policy requiring annual inspections, it is a best practice to inspect occupancies on an annual basis.

Condition: We selected 70 businesses from the yellow pages to determine how often they were being inspected during the years 2005 through 2008. Per review of the Sunpro "Occupancy Detail Report" for each business selected the following was noted:

- ◆ Seven (10%) had a routine (annual) inspection from 2005-2008.
- ◆ Twelve (17%) were not inspected for any of the years from 2005-2008.
- ◆ Fifty-one (73%) did not have a routine (annual) inspection for at least one year during the years 2005-2008.



Additionally, inspections are not coded consistently in Sunpro. (The information in Sunpro is generated from the daily activity sheets and inspection data information forms that are completed by the Inspectors). For example, the first year inspection of a specific occupancy may be coded as a "business occupancy"; the next year inspection may be coded as an "assembly occupancy" for the same occupant.

Finally, the Fire Prevention Division does not have a database of all buildings/occupancies in the city. Therefore, the division has no way of knowing if they are properly inspecting all the required buildings/occupancies.

Effect:

- Routine/annual inspections are not being performed for all occupancies.
- Possible inaccuracy in statistics.
- Not identifying and eliminating all potential fire hazards.
- Not ensuring equitable treatment for all buildings/occupancies operating in the City.
- No assurance that all the buildings/occupancies that are subject to annual/ routine inspections have been identified.
- No assurance that goals are being met regarding annual/routine inspections.

Cause:

- The increase in the number of new constructions has been causing the inspectors to fall behind on their routine/annual inspections.
- Miscoding inadvertently.

Recommendation: We recommend the following:

- a. Ensure that annual/routine inspections are performed timely.
- b. Ensure that inspections are being coded properly.
- c. Develop a database of all buildings/occupancies that are subject to inspections by the Fire Prevention Division. The division may have to coordinate with Finance, Permits, Information Technology and other agencies that could help in developing a database that can be updated periodically.



Management Plan of Action: Improve the method of tracking inspections and re-inspections with new inspection technology/software when budget allocations provide for updated information management system. The information management system would create a data base of occupancies and have the ability to report those occupancies that have not been inspected within a twelve month period. Increase staffing in number of Inspectors when possible.

Timetable: Undetermined

7. Inspection Files

Criteria: Filing system should be maintained to support electronic data and provide for an efficient method to research documents.

Condition: The Fire Prevention Division does not maintain hard copy inspection files by occupancy. The inspection data information sheets, plan reviews, certificate of occupancy applications and other documents relative to occupancies are not maintained in files. As the inspectors submit the documents to the office associate, they are processed and accumulated by the office associate. At the end of the year they are placed in a box until they are sent to be microfilmed.

Effect:

- Inefficiency in researching previous inspections and violations.
- Documents could be misplaced.

Cause: Fire Prevention has not established a filing system.

Recommendation: Establish a filing system to maintain hardcopies of inspection files for back up to the electronic files. These files should include but not be limited to such documents as plan reviews, certificate of occupancy applications, notice of inspections, inspection data information sheets, correspondence and any other documents relative to the occupancy.

Management Plan of Action: An updated information management system is included in the Fire Prevention Division's Master Plan. The division is operating on a continuation budget from 2008 and an increase in funding is unforeseeable.

Timetable: Undetermined



8. Quality Control Program

Criteria: Having management review inspectors' work on a periodic basis would enhance the quality of inspections performed by the Division and provide a basis to assure that inspections are properly completed.

Condition: The Fire Prevention Division does not have a quality control program to ensure that the quality of the inspections are consistent.

Effect:

- Less than adequate inspections could occur.
- Data in Sunpro could be incomplete or inaccurate.

Cause: Fire Prevention has not established a documented quality control program.

Recommendation: Fire Prevention should develop a documented quality control program to ensure that inspections are properly completed and the subsequent recording of inspection information.

The program should include:

- A process to review inspectors' work on a periodic basis to assure that inspections are properly completed.
- The use of a standardized building/occupancy inspection checklist for each building/ occupancy type. The checklist should include, but not be limited to, information such as inspector's name, date of inspection, name of occupancy, occupancy address and contact information, and inspector comments. This should be included in the hard copy inspection file noted in the previous finding.
- A process to review, verify the accuracy and completeness, and if necessary correct the information contained in Sunpro.

Management Plan of Action: On October 28, 2009 a meeting was conducted in the fire prevention office with the three Assistant Chiefs of Fire Prevention, office staff, and the Chief of Fire Prevention to discuss the development of a quality control program. Asst. Chief of Fire Prevention Russell Moon was tasked with developing the guidelines for the program.

Timetable: Deadline for development and implementation of the new program is January 1, 2010.



9. Employee Morale

Criteria: Employee morale is important since it affects productivity, attendance, effectiveness, efficiency, quality, and employee turnover.

Condition: To gain a better understanding of the issues within the Fire Prevention Division, a task identification questionnaire was given to the members of the division. The results showed that there are morale issues that stem primarily from:

- Communication problems between sections, supervisors and subordinates, and division personnel.
- Increased workload due to possible staffing shortages.
- Desire for cross training between all the sections and not just education and inspections.

Effect:

- Possible inefficiencies in job performance.
- Possible decrease in productivity.
- Possible increase in absence.

Cause:

- Poor communication.
- Increased workload.
- Desire for cross training.
- Budget constraints.

Recommendation: Management should take appropriate action to correct or mitigate any situations or issues that have caused these employee morale problems to occur. Such action could be considering cross training current staff and hiring additional staff as necessary when budget allows.

Management Plan of Action: On October 12, 2009 an inter-office memo was sent to all Fire Prevention personnel regarding the subject of morale as noted in the audit. The Chief of Fire Prevention noted in the memo the need to improve communications where needed in order to mitigate and correct any situation that would cause "low" morale. An



explanation of the process of cross training and its impact on daily operations was provided. The opportunity to provide feedback from any member regarding suggestions or recommendations to improve morale was requested in the memo. Supervisors were instructed to follow up with individual meetings in order to solicit information and "open the lines" of communications with all members.

Timetable: Ongoing

10. Requests for Educational Programs

Criteria: In order to provide reasonable assurance that requests for educational programs are addressed in an efficient and appropriate manner, a system of documenting requests should exist.

Condition: During fieldwork, management informed us that it has been difficult to address or fulfill the many requests for educational programs. Because the Education Section is dedicated to the Sheriff Safety Town four days a week, they are only available one day a week to fulfill any other educational requests. Therefore, there are requests that cannot be fulfilled. However, there is no documentation to show the number of requests that have been received, are pending, or have been declined. Requests that have been fulfilled are documented.

Effect:

- Cannot adequately measure performance.
- Cannot determine how many requests for educational programs were unfulfilled due to lack of overtime funds, insufficient number of educators, or other factors.

Cause: No formal process for documenting requests.

Recommendation: Develop and maintain a request log to track/document requests for educational programs and the status of the requests whether it was fulfilled, pending, or declined. Include at least the name or organization name, date request was received, date request was fulfilled, and type of program requested.

Management Plan of Action: During the meeting with office staff and managers on Oct. 28, 2009, Asst. Chief Pat Dyas was tasked with the development of efficient record keeping in order to provide assurance that requests for educational programs is efficient. The policy should include the development of a formal system of documentation that can be used by the department to measure performance. The policy will be included in the policy manual.

Timetable: January 1, 2010



11. Fire Prevention Position Title

Criteria: Civil Service identifies the responsibilities and duties for positions within the Fire Prevention Division. These responsibilities and duties are documented in the position descriptions.

Condition: The Fire Prevention Division is divided into three sections; Inspections, Education, and Investigations. The position title for those assigned to the sections is Fire Inspector. However, all the fire personnel do not perform fire inspections. The Inspections section is primarily responsible for inspecting commercial properties for compliance with fire safety codes. The Education Section is primarily responsible for presenting fire prevention education programs to the public. The Investigations Section is primarily responsible for investigating fires and bomb threats, and internal affairs investigations.

Effect:

- Misleading position titles and misperception of job responsibilities.
- Position title does not coincide with responsibilities.
- Potential for negative morale.

Cause: Outdated position titles.

Recommendation: Chief of Fire Prevention should request to the State Civil Service Board that the position titles and any related duties of the aforementioned positions be changed to comply with the actual duties being performed by the Fire Prevention employees. Consideration should be given to renaming the positions to "Fire Prevention Officer".

Management Plan of Action: The change of State Civil Service title from "Fire Inspector" to "Fire Prevention Officer" will be considered by Fire Administration.

Timetable: Undetermined

12. Training on Loss Estimation

Criteria: Employees should receive proper training to ensure that the objective of effectiveness for an organization is attained.

Condition: Fire investigators have not received training in estimating losses due to fire damage. The loss estimations they provide include only an estimate of loss on the



structures, not the contents. The dollar loss estimation helps to illustrate the magnitude of fires, identifies types of situations where high monetary losses are common, and helps target fire prevention programs. Without proper training, the ability to adequately estimate losses is impaired.

Effect: Estimations are being made without proper training.

Cause: Fire investigators have not received training in estimating losses due to fire damage.

Recommendation: When budget allows consider obtaining training in loss estimation for fire investigators.

Management Plan of Action: Identify available courses of instruction and the associated costs for personnel assigned to fire investigations, to include both local and state public/private agencies. Personnel will attend training when the department's budget allows.

Timetable: Undetermined

Prepared by:

Tamika Ford
Staff Auditor

Approved by:

Leanis L. Graham, CPA, CIA
City Internal Auditor

TF:lp

c: Mayor
CAO
City Council
Clerk of Council
City Attorney
External Auditor
Fire Chief
Chief of Fire Prevention